



2023

社会责任报告

Social Responsibility Report

报告说明

Remarks on This Report

中国航空器材集团有限公司于 2012 年发布了《2002 年 -2011 年社会责任报告》，此后均为每年度发布社会责任报告。

China Aviation Supplies Holding Company published 2002-2011 Corporate Social Responsibility Report in 2012. After that, CAS publishes the *Corporate Social Responsibility Report* annually.

时间范围 Time Range

2023 年 1 月 1 日至 2023 年 12 月 31 日。

Jan. 1, 2023 to Dec. 31, 2023.

发布周期 Release Cycle

本报告为年度报告。

This Report is released annually.

涵盖内容 Main Contents

报告主要披露了公司履行经济、安全、环境、员工及企业公民等方面社会责任的内容。

This Report releases CAS' implementation of social responsibilities related to economy, safety, environment, employees, and corporate citizenship.

编写依据 References for Compilation

报告按照国务院国资委《关于中央企业履行社会责任的指导意见》，参照全球报告倡议组织 GRI《可持续发展报告指南》(G4)、中国社会科学院《中国企业社会责任报告编写指南 (CASS-CSR3.0)》、国际标准化组织《ISO 26000: 社会责任指南 (2010)》和中国工业经济联合会《中国工业企业及工业协会社会责任指南》编写。

Guidelines on the Fulfillment of Social Responsibilities by State-owned Enterprises under the Central Government, released by State-owned Assets Supervision and Administration Commission of the State Council (SASAC); *Guidelines on Sustainable Development (G4)*, published by Global Reporting Initiative (GRI); *Compilation Guidelines on Social Responsibility Report of Chinese Enterprises (CASS-CSR3.0)*, published by Chinese Academy of Social Science (CASS); *ISO 26000: Guidelines on Social Responsibility (2010)*, by International Standardization Organization (ISO); *Guidelines on Social Responsibility for Chinese Industrial Enterprises and Industrial Associations*, published by China Federation of Industrial Economics (CFIE).

称谓说明 References to China Aviation Supplies Holding Company

为表述方便，报告中“中国航材”、“集团公司”、“集团”均指中国航空器材集团有限公司。

For the convenience of expression, CAS, the Holding Company and the Company all refer to China Aviation Supplies Holding Company.

获取方式 Access to This Report

可通过中国航材外部网站获取历年社会责任报告电子版，或通过以下方式进行联系。

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The corporate social responsibility reports for the past years are available on the website of CAS, or you may contact us according to the following information to access them.

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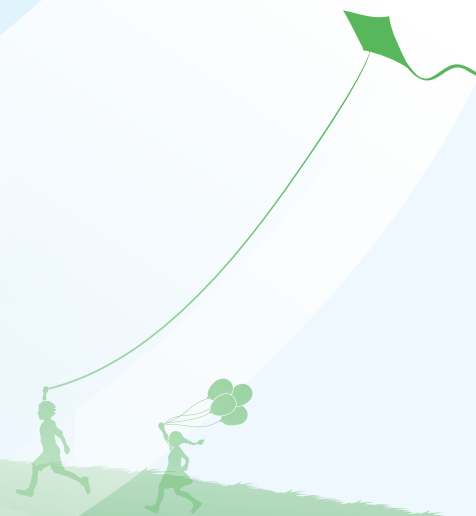
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领导致辞

Address from the Leader

2023 年是全面贯彻党的二十大精神开局之年，是落实“十四五”规划的关键之年，也是三年疫情防控转段后，民航业固本培元、恢复发展的关键一年。中国航材集团深入开展习近平新时代中国特色社会主义思想主题教育，坚持以习近平总书记重要批示为统领，认真贯彻党中央、国务院、国资委各项决策部署，牢牢把握高质量发展主题，攻坚克难、砥砺前行，提质增效成效显著，世界一流企业建设加快推进，深化改革见行见效，各项工作取得有力进展，全体航材人展现出了良好的精神风貌和工作干劲。

我们牢记初心使命，有力服务国家战略。在建设世界一流民航保障服务提供商的新征程上，深刻领悟在新发展格局下肩负的职责使命，稳步推进飞机批量采购，加快推进国产民机保障体系建设，有力推进航材供应链保供稳供，围绕增强核心功能，不断提升服务国家重大战略能力。

我们健全治理体系，企业管理有力有效。形成“1+3+N”制度体系；党的领导融入决策、执行、监督等公司治理各环节，各治理主体职责边界清晰、运转规范、协同高效，强化了高清晰度、强透明度的治理格局；深入推进对标世界一流管理提升行动，推动改革成果制度化长效化，以提高国企核心竞争力和增强核心功能为重点，新一轮国企改革深化提升行动接续实施。

The year 2023 marked the start of thoroughly implementing the guiding principles from the 20th CPC National Congress, a crucial year for carrying out the 14th Five-Year Plan, and a vital year for the civil aviation industry to consolidate its foundation whilst restoring development after experiencing the three-year epidemic. For that end, China Aviation Supplies Holding Company ("CAS" for short) launched a themed education on Xi Jinping Thought on Socialism with Chinese Characteristics for a New Era, upheld the important instructions from General Secretary Xi, conscientiously carried through the decisions and deployments from the CPC Central Committee, the State Council and the State-owned Assets Supervision and Administration Commission (SASAC). More than that, we focused on high-quality development and pushed forward after overcoming barriers one after another. As a result, both our product quality and efficiency have been improved remarkably. This will surely enable CAS to become a world-class enterprise at a faster pace. In deepening reforms, all tasks have been fulfilled and proved to be effective and made great progress. In the process, all employees of CAS have demonstrated their outstanding spirits and vigor.

CAS has never forgotten our original aspiration and mission, and made great efforts to serve the national strategy. On the new journey of building a world-class service provider of aviation supplies, we have thoroughly unscrambled our responsibilities and missions under the new development pattern and taken such measures as steadily promoting package purchase of aircraft, quickening the construction of domestic civil aircraft guarantee system and strongly ensuring stable provision of aviation supplies. In this way, our core functions have been strengthened and our ability to serve national major strategies elevated as well.

We have exercised sound and effective management through consummating our governance systems. For instance, a "1+3+N" system has been established. Leadership of the Party has been honored in all management sections like decision-making, execution and monitoring. A clearly-defined and transparent management landscape has been developed through explicit definition of responsibilities of the management leaders, standardized operation and efficient cooperation. CAS has set a benchmark for management based on the world-leading standard and incorporated reform achievements into systems for a long term. In the process, we have paid special attention to strengthening our core competitiveness and enhancing key functions as an SOE. Thus, we have initiated a new round of deepening and upgrading reform of the SOEs.

我们坚持创新驱动，提升自主创新能力。坚定从商贸服务型向科技服务型转型的战略定力，紧抓智慧民航建设战略机遇期，以科技创新为驱动，发展新质生产力，着力提升技术研发和创新能力，积聚质量变革、效率变革、动力变革，不断增强核心竞争力。

我们践行社会责任，彰显航材使命担当。我们紧紧围绕产业、人才、文化、生态、组织“五大振兴”创新拓展帮扶举措。立足地域禀赋，因地制宜定点帮扶陕西省白水实施特色产业发展，促进白水县在产业兴旺、生态宜居、乡风文明、治理有效、生活富裕等方面取得新成效。持续加强风险防控治理，监督检查与审计工作质效持续提升，安全生产管理全面加强，风险防控“组合拳”不断健全。我们携手行业共赢，践行公益服务，以航材温度点亮美好生活新希望。

奋勇争先铸辉煌，蹄疾步稳开新局。2024 年，是中华人民共和国成立 75 周年，是实现“十四五”规划目标任务的关键一年。中国航材将更加紧密团结在以习近平同志为核心的党中央周围，坚持以习近平新时代中国特色社会主义思想为指导，深入贯彻落实党的二十大精神和二十届二中全会精神，坚持稳中求进工作总基调，和衷共济、开拓进取，全力以赴完成 2024 年各项目标任务，奋力谱写中国航材高质量发展的新篇章。

We have enhanced our independent innovation capability to achieve innovation-driven development. We are determined to transform from being trade service-oriented to being science and technology service-oriented. Taking advantage of the strategic opportunity for building intelligent civil aviation, CAS has taken science and technology innovation as the driving force to develop new-quality productivity and continued to elevate its technology research and development and innovation capability, with the aim to continuously shape core competitiveness through quality reform, efficiency reform and power reform.

We have earnestly fulfilled our social responsibilities and our mission. Measures have been made surrounding industries, talent, culture, ecology and organization and tailored according to geographical characteristics. For example, in Baishui County, Shaanxi Province, we focused on developing its featured industries and made fruitful achievements encompassing booming industries, livable ecology, civilized customs, effective governance and affluent life. Risk control and prevention has continued to be strengthened through increasing quality and efficiency of monitoring, inspection and auditing work. Safety production management has been reinforced in an all-round manner, to further consolidate the combination of prevention and control. We are working with peers in the industry to achieve win-win, carry out public services and bring out a beautiful life and new hope through our efforts.

We are brave to take the lead and strive for splendors. We are turning over a new leaf fast and steadily. The year 2024 is the 75th anniversary of the founding of the People's Republic of China and the key year for achieving the goals and tasks of the 14th Five-Year Plan. CAS will unite more closely surrounding the CPC Central Committee with Xi Jinping as the core, be guided by Xi Jinping Thought on Socialism with Chinese Characteristics for a New Era, thoroughly implement the guiding principles of the 20th CPC National Congress and of the 2nd Plenary Session of the 20th CPC Central Committee. In our work, we will observe the keynote of seeking improvement in stability, make every effort to complete the objectives and tasks in 2024, and write a new chapter for the high-quality development of CAS.



关于我们

About Us

发展历程 History

中国航空器材集团有限公司是国务院国有资产监督管理委员会管理的中央企业，是专门从事飞机采购及航空器材保障业务的专业公司。公司的前身是中国航空器材公司，1980年10月经国家进出口管理委员会批准成立，是中国民航系统成立的第一家公司。1996年3月更名为中国航空器材进出口总公司。2002年10月，民航运输及服务保障企业联合重组，成立了三家航空运输集团公司和三家航空服务保障集团公司，中国航材集团作为三家航空保障集团公司之一，经国务院批复正式组建。2017年，完成公司制改制，建立现代企业制度下的董事会管理体系，更名为中国航空器材集团有限公司。

CAS, a state-owned key enterprise managed by SASAC, is specialized in aircraft purchase and aviation supplies support. Its predecessor, China Aviation Supplies Company (CASC), was founded with the approval of the State Import & Export Regulatory Commission in October, 1980. It was the first incorporated company in China civil aviation industry. In March, 1996, it was renamed China Aviation Supplies Import & Export Corporation. In October of 2002, the air transportation companies and supporting companies underwent merger and restructuring, to set up three airlines and three aviation service support companies. China Aviation Supplies Import & Export Group Company, as one of the three aviation supporting group companies, was officially established with the approval of the State Council. In 2017, it was restructured according to the corporate system, established the board management system under the modern enterprise system and was renamed to be China Aviation Supplies Holding Company.

业务板块 Business sector

航空器整机保障服务 Aircraft Services

- 飞机批量采购 Package Purchase of Aircraft
- 航空租赁 Aviation Leasing
- 工业合作 Industrial Cooperation
- 航空培训 Aviation Training



航空器材保障服务 Aviation Supplies Support Services

- 航材销售 Sales of Aviation Supplies
- 周转件共享 Pooling of Rotables
- 大部件业务 Components
- 融资租赁业务 Financing and Leasing Business
- 发动机业务 Engine Business
- 民航机务 IT 解决方案咨询及开发 Consultation and Development of Civil Aviation Maintenance IT Solutions
- 航空器材应急保障（航材 AOG） Aircraft on Ground (AOG)
- 整体机轮综合保障服务 Aircraft Wheel and Brake Support Services
- 航空维修与保障 Aviation Maintenance and Supplies
- 航毯制造 Production of Aviation Carpet



公司战略 Company Strategy

始终以打造成为全球一流的民航服务提供商为战略目标，紧紧围绕打造国家飞机批量采购任务的“主导者”、打造航空器材共享平台的“建设者”、打造成为智慧民航服务的技术“提供者”“三个重要角色”定位，通过平台化、数字化、国产化、国际化、市场化、资产证券化的“六化”路径，严格落实四项重点任务，全面加强八大保障措施，以“敬业担当、专业高效、创新进取、合作共赢”的价值理念，建设新型航材，助力两翼齐飞，打造干事有平台、收入有增长、事业有成就、未来有期盼的“幸福航材”。

We always take building into the world's first-class civil aviation service provider as our strategic goal, closely focus on building the "leader" of the national aircraft mass procurement task, building the "builder" of the aviation equipment sharing platform, and building into the "technology provider" of smart civil aviation services "three important roles" positioning. Through the "six" path of platform, digitization, localization, internationalization, market and asset security, strictly implement the four key tasks, comprehensively strengthen the eight safeguard measures, and build new CAS to help both wings fly together with the value concept of "dedication, professionalism, efficiency, innovation and progress, and win - win cooperation". To create a "happy CAS" with platform, income growth, career achievements and future expectations.

技术装备和机场保障服务 Aircraft Overall Support Service Sector



- 全自动登机桥 Automatic Boarding Bridge
- 招标造价及规划设计咨询 Consulting on Bid, Costing, Planning and Design
- 手动 / 自动行李处理系统 Manual/Automatic Luggage Processing System
- 助航灯光监控系统及高级目视停靠引导系统 Navigation Lighting Aid Monitoring System and Advanced Visual Docking Guidance System (A-VDGS)
- 导航数据服务 Navigation Data Service
- 公务机保障 Supplies for Business Jets
- 展会业务 Exhibition Business

通用航空发展及保障服务 General Aviation Development and Support Service Sector



- 航空救援平台 Aviation Rescue Platform
- 通航专业服务 General Aviation Professional Services

企业文化 Corporate Culture

公司愿景

CORPORATE VISION

成为全球一流的民航服务提供商
To become a world-leading
civil aviation service provider



公司使命

CORPORATE MISSION

建设新型航材 助力两翼齐飞
Develop new types of aviation
materials, to support both transport
aviation and general aviation



公司口号

CORPORATE SLOGAN

让飞行更顺畅
For smooth flying



公司价值观

Corporate Values

敬业担当

DEDICATION & RESPONSIBILITY

敬业是民航国家队成员的价值体现，担当是中央企业应有的价值信念

Dedication is the manifestation of the value of members of the civil aviation national team, and responsibility is the belief of the central enterprise

于德

In terms of moral integrity



进取创新

ENTREPRENEURSHIP & INNOVATION

进取是激发创新活力的思想支撑，创新是实现自我超越的力量之源

Entrepreneurship is the ideological support to stimulate the vitality of innovation, and innovation is the source of power to achieve self-transcendence

于己

In terms of personal development



专业高效

PROFESSIONALISM & EFFICIENCY

专业是成就卓越的必备之术，高效是兑现卓越的必经之路

Professionalism is an essential means to enable excellence, and efficiency is the only way to realize excellence

于能

In terms of capability



合作共赢

COOPERATION & WIN-WIN

合作是履行共赢发展的行为准则，共赢是达成至诚合作的人心保障

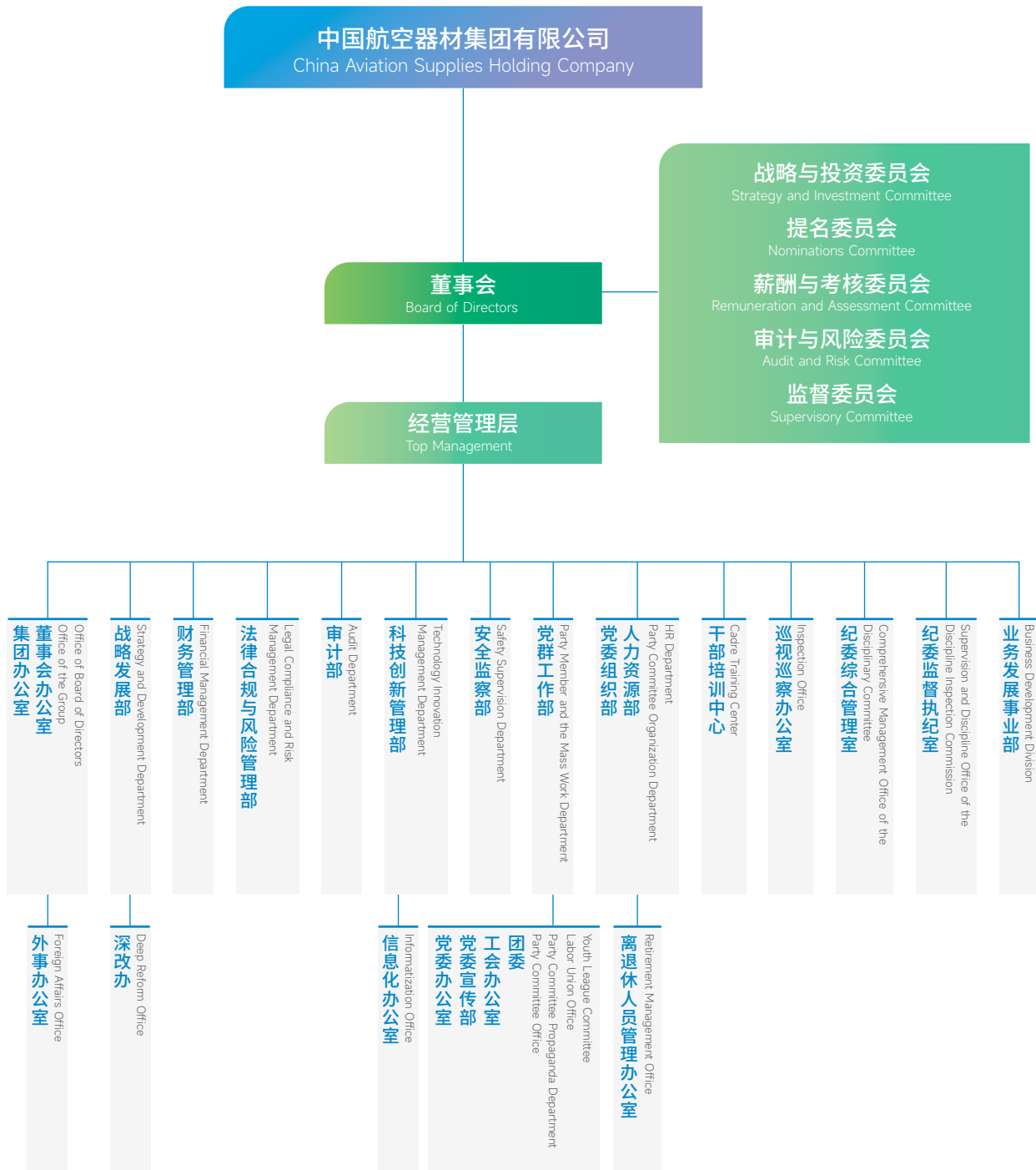
Cooperation is the code of conduct for win-win development, and win-win is the people's support for sincere cooperation

于人

In terms of others



组织机构
Organization



公司治理
Corporate Governance

中国航空器材集团有限公司为国有独资公司，由国务院国有资产监督管理委员会代表国务院履行出资人职责。集团公司制定的董事会议事规则和有关工作细则等规章制度，保证了董事会工作的规范性，提高了董事会决策的科学性；集团党委坚决落实把党委研究讨论作为企业经营决策重大问题前置程序的要求，充分发挥把方向、管大局、保落实的领导作用，党委研究讨论公司改革发展稳定、重大经营管理事项和涉及职工切身利益的重大问题。董事会、党委会、经理层形成了分工明确、职责清晰、互相制约、运转协调的公司治理结构。

China Aviation Supplies Group Co., Ltd. is a wholly State-Owned Enterprises. The State-owned Assets Supervision and Administration Commission of the State Council shall perform the functions of investor on behalf of The State Council. The rules of procedure of the board of directors and related working rules and regulations formulated by the company ensure the standardization of the work of the board of directors and improve the scientific nature of the decisions of the board of directors; The Party committee of The company resolutely implements the requirements of the Party committee's research and discussion as the pro-procedure for major issues in business decision-making, gives full play to the leading role of "directing, managing the overall situation and ensuring the implementation", and the Party Committee studies and discusses the reform, development and stability of the company, major business management matters and major issues involving the vital interests of employees. The board of directors, the Party committee and the management have formed a corporate governance structure with clear division of labor, clear responsibilities, mutual constraints and coordinated operation.

中国航材董事会现有董事 7 名，其中外部董事 4 名。董事会下设战略与投资委员会、提名委员会、薪酬与考核委员会、审计与风险委员会、监督委员会五个专门委员会，各专门委员会认真执行议事规则和规章制度，围绕董事会的重要决议事项，充分履行职责，提高了董事会的决议质量和效率。集团公司“三重一大”决策制度和决策会议制度明确规定了党委会、董事会和总经理办公会的决策权限、决策程序、组织实施和监督检查、责任追究等内容，有效规范了各项决策流程、决策行为和决策执行。

Currently, there are 7 directors on the board of directors of CAS, including 4 external directors. The board of directors consists of five special committees: Strategy and Investment Committee, Nomination Committee, Remuneration and Evaluation Committee, Audit and Risk Committee, and Supervision Committee. Each special committee earnestly implements the rules of procedure and rules and regulations, fully performs its duties around the important resolutions of the Board of directors, and improves the quality and efficiency of the resolutions of the Board of directors. The "Three Importance and One Greatness" decision-making system and decision-making meeting system of the company clearly stipulate the decision-making authority, decision-making procedure, organization, implementation, supervision and inspection, responsibility investigation and other contents of the Party Committee, the Board of Directors and the general manager's office, and effectively standardize the decision-making process, decision-making behavior and decision-making implementation.

01

新质生产 推进经济发展

NEW QUALITY PRODUCTIVE FORCES
PROMOTE ECONOMIC DEVELOPMENT



服务国家战略

Serve the National Strategy



签署飞机批量采购框架协议

Sign framework agreements on batch purchase of aircraft

积极履行国家飞机批量采购外交外贸任务的央企责任，发挥国内航空运输市场运力调控的参谋作用，持续提升行业发展趋势与市场分析研判能力。2023 年 4 月 6 日，在国家主席习近平与法国总统马克龙的共同见证下，中国航材与空客公司在北京签署了空客飞机的批量采购协议，在新发展格局下切实服务国家外交外贸。

CAS took an active role in fulfilling the task of package purchase of aircraft as a central enterprise. Leveraging the role of adviser for transport capacity control in China market, we continued to better our ability to judge the industry trend and make market analysis. On April 6, 2023, in the witness of President Xi Jinping and French President Macron, CAS and Airbus signed an agreement on package purchase of aircraft in Beijing. In this way, we effectively served China's diplomacy and foreign trade under the new development pattern.



稳步推进航材供应链保供

Steadily promote availability of the aviation supplies chain

面对全球民航产业链不确定性，积极开展航材供应相关课题研究，大量调研与走访国内多家航司。中国航空器材有限责任公司作为保供的实施主体单位，与国际主要发动机制造商、短舱制造商签署备件集中采购协议，与主要 OEM 厂商开展消耗件集采，展现保链稳链的责任担当。

To cope with uncertainties from the global civil aviation industry chain, CAS launched research on aviation supplies, conducted a large number of surveys and visited many airlines. To better play our role in guaranteeing providing aviation supplies, we signed spare parts centralized purchase agreements with main engine manufacturers and nacelle manufacturers in the world, and purchased consumables in a centralized manner from major OEMs, showcasing our sense of responsibility in guaranteeing and stabilizing the supply chain.



共商共建国产民机保障

Aviation supplies for domestic civil aircraft guaranteed through negotiation

充分发挥丰富的欧美民机保障经验和储备能力优势，以航材共享平台公司为载体面向行业提供 ARJ21 消耗件保障服务。与中国商飞、三大航形成优势互补的国产民机保障生态圈，积极向 C919 市场延伸，获得 Honeywell C919 APU 的独家代理权。以发动机备件共享保障为起点，逐步扩大保障品类和机队规模，助力国产民机顺畅运行。

Taking full advantage of its rich experience in safeguarding civil aircraft in Europe and America and its reserve capacity, CAS provided ARJ21 consumables to the entire industry through the Aviation Supplies Pooling Platform. As of today, we have joined hands with COMAC and Air China, China Eastern and China Southern Airlines to create a domestic civil aircraft supplies ecology through complementing each other's advantages. More than that, we have stretched to the C919 market and was authorized to be the exclusive agent of Honeywell C919APU. We aim to ensure smooth going of domestic civil aircraft by means of gradually expanding the product varieties and the scale of fleets based on the pooling of engine spare parts.



中航材有限公司与 Honeywell 签署 C919 辅助动力装置独家分销合作协议
CAS and Honeywell signing an exclusive distribution and cooperation agreement on C919 auxiliary power units

坚持创新驱动

Adhere to Innovation-driven Development

中国航材坚定从商贸服务型向科技服务型转型的战略定力，紧抓智慧民航建设战略机遇期，提升科技创新能力，积聚质量变革、效率变革、动力变革，不断增强核心竞争力。

We are determined to transform from being trade service-oriented to being science and technology service-oriented. Taking advantage of the strategic opportunity for building intelligent civil aviation, CAS has elevated its technical innovation capability, with the aim to continuously shape core competitiveness through quality reform, efficiency reform and power reform.



科技创新主体地位不断强化

Our dominant role in technical innovation has been increasingly intensified

以产业需求为引领，积极推动科技治理机制、考核评价、人才管理改革，完善科技创新体系，驱动创新要素进一步集聚。2023 年新增发明专利 6 个，实用新型专利 8 个，著作权 15 个。创新领域进一步拓宽，由传统产业的转型升级加快向战略性新兴产业推进，由一般性的科技开发向解决卡脖子领域推进。截至目前，已有 7 家所属企业获得高新技术企业认证。

Driven by the industry demand, we have actively driven the reform of the technical governance mechanism, assessment and evaluation, and talent management, and improved the technical innovation system, so that factors driving innovation can be further gathered. In 2023, we obtained 6 patents for invention, 8 patents for utility models and 15 copyrights, with fields of innovation widened. We have accelerated the pace of transforming from traditional industries to strategic emerging industries, and advancing from the general technical development to the research of technologies strangling the Chinese people. As of today, seven enterprises affiliated to CAS have been awarded the high-tech enterprise certification.

2023 年

研发投入强度由“十三五”末的

R&D input increased to 1.31% from 0.76% at the end of the 13th Five-year Plan period

0.76% 增长至 1.31%

科技型企业利润占整体利润比重由“十三五”末的

Profits contributed by technical enterprises mounted to 27.32% from 18% from the end of the 13th Five-year Plan period

18% 增长至 27.32%



重点科技项目成果丰硕 Fruitful technical projects

- ▶ 空地互联项目取得积极成效，首架改装飞机于 2023 年 12 月 28 日完成验证飞行，打通了机上数据资源、卫星资源和电信网络的自主可控链路，在技术层面实现应用试点预期目标，为集团公司数字化转型提供重要战略契机。

The Air To Ground (ATG) project has generated effective results. The first renovated airplane was verified for flying on December 28, 2023, availing the autonomous and controllable chain covering onboard data resources, satellite resources and telecommunication network, with the technology applied achieving the expected goals. As so, it has created a good chance CAS to realize digitalization transformation.



中国航材、深圳航空、亚太星通签署国产前后舱协同试点及应用系列协议
CAS, Shenzhen Airlines and APT Mobile Satcom Limited ("APSAT") signing series agreements on pilot and application of domestic fore and rear cabin coordination

- ▶ 基于鸿蒙系统的电子飞行包 (EFB) 实现操作系统的国产化替代，自主开发的 AIM 系统正式上线运行，完成全球 50 家机场的国际航图绘制。

The Harmony OS based electronic flight bag (EFB) has applied the domestic operating system and the self-developed AIM system, which has completed the international enroute charts of 50 airports globally.



- ▶ 积极布局机场内运行子系统的互联互通产品研发，夯实智慧廊桥、助航灯光单灯监控、泊位引导等设施设备制造基础，完善智慧机场整体解决方案。

Inside the airports, we actively developed interconnectivity products for subsystems, solidified the foundation of manufacturing facilities such as smart boarding bridges, aid lighting single-light monitoring and docking guidance, and improved the overall solutions for smart airports.



- ▶ 推动机务 IT 技术创新，实现从航司机务维修系统到“e-航材”平台再到航材供应商系统的双向贯通，融入航司机务维修信息化、业财一体化建设，加速航材保障的数字化进程。

Innovation in maintenance IT technology enabled the two-way connection from the maintenance systems of airlines to "e-aviation supplies" platform and finally to the aviation supplies provider system, as a part of the information-based maintenance and finance-business integration, which sped up digitalization of provision of aviation supplies.

科技创新体系持续优化 The technical innovation system has been further optimized

用好“外力”“外脑”促进创新资源聚集共享，“1-10-100-500”的人才梯队建设稳步推进。构造符合集团特点的科技人才素质模型，改进科技人才评价标准，探索科技人才、科研投入、创新评价、项目管理等领域的管理制度突破，充分激发各类人才尤其是青年创新人才的活力，获得人社部工程系列专业技术职称评审资质后首次完成初、中、高级职称评审工作，工程科技人才储备力量进一步夯实，中国航材转变为科技创新集团的实践内容愈加丰富。

External resources were employed to gather and share innovation resources by means of steadily building a "1-10-100-500" talent echelon. A technical talent quality model tailored to the Group was established, with talent assessment criteria improved accordingly. We also tried to make breakthroughs in management systems for technical talent, scientific input, innovation evaluation and project management, in the hope of motivating talents of different kinds, especially the young. We finished the review work for primary, intermediate and senior titles for the first time after having obtained the qualification required for doing so as authorized by the Ministry of Human Resources and Social Security, so that our pool of engineering technical talents was further deepened. Accordingly, CAS, as a technical innovation group, is capable of offering more diversified practices.



北京凯兰与中国民航大学建立机务维修技术联合实验室，与中国工程院黄伯云院士合作建立院士专家工作站，建立机轮刹车系统集团工程技术中心
Beijing Kailan worked with Civil Aviation University of China to set up Maintenance Technology United Laboratory and joined hands with Huang Boyun, Academician of the Chinese Academy of Engineering(CAE) to establish the Academicians and Experts' Workstation and the Wheel Brake System Engineering Technology Center



中航材导航技术有限公司特聘 C919 总设计师吴光辉院士成立“国产导航数据研制与应用实验室”
China Aviation Supplies Navigation Data Co., Ltd. specially invited Academician Wu Guanghui, Chief Designer of C919, to build the "Domestic Navigation Data Research and Application Lab"

优化产业布局

Optimize Industrial Layout



“双百”“科改” 专项工程切实 发挥示范作用

"Two-hundred Initiative" and "Scientific and Technical Reform" projects exerting demonstration effect

中国航材进一步聚焦主责主业，不断优化布局结构、有效配置利用资源，充分发挥协同效应，以改革创新管理体制、增强科技创新动能，顺利收官改革三年行动。以提高国企核心竞争力和增强核心功能为重点，新一轮国企改革深化提升行动接续实施。

CAS, focusing on its main responsibilities and businesses, continuously optimized business layout to effectively allocate and utilize resources. After giving full play to the synergistic effect, we successfully wrapped up the three-year reform action by reforming and innovating the management system and enhancing the kinetic energy of scientific and technological innovation. After that, we will launch a new round of SOE reform deepening and elevating action with the focus on improving core competitiveness and strengthening core functions of SOEs.

2023年1月，根据国资委专项考核结果，集团所属4家试点企业获评“3优秀”“1良好”，科改示范企业中航材导航技术（北京）有限公司成功入选国资委首批创建世界一流专业领军示范企业名单，中国民航技术装备有限责任公司获批国资委“对标世界一流创建标杆企业”，有效发挥了专项工程从“试验田”到“排头兵”的示范作用。

In January 2023, as assessed by SASAC, among four pilot enterprises affiliated to the Group, three were rated as "Excellent" and one as "Good". China Aviation Supplies Navigation (Beijing) Co., Ltd., was listed in SASAC's first batch of world-class professional and leading demonstration enterprises. In addition, China Civil Aviation Technology & Equipment Co., Ltd. was approved by SASAC as an enterprise "benchmarking for world-class standard". Both have showcased the demonstration role of special projects from being "a testing ground" to "a pacesetter".

集团所属 4 家试点企业获评

Among four pilot enterprises affiliated to the Group, three were rated as "Excellent" and one as "Good"

“3 优秀” “1 良好”



新一轮国有企业 改革深化提升行 动全面推进

Rollout of a new round of SOE reform deepening and elevating action

牢牢把握新一轮中央企业改革深化提升行动的正确方向，紧盯本轮改革行动重点关注的发挥好“三个作用”，围绕一批发挥核心功能、增强核心竞争力的重大项目提出调整优化集团公司产业布局结构的任务举措，同时针对三年行动考核结果中存在不足的任务抓紧补短板强弱项，锚定制度长效化、健全管控体系等任务攻坚克难，突出抓好八个方面 29 项改革重点任务、48 项改革举措、101 条具体工作完成目标。

Sticking to the correct direction of the new round of central enterprise reform deepening and elevating action, CAS prioritized "Three Roles" (i.e., the mainstay of China's economy, the main force to counteract multinationals, and an important support for China's pillar industries.) of SOEs, and proposed measures for adjusting and optimizing the industrial layout of the Group to better serve the major projects that could exert key functions and enhance core competitiveness. At the same time, to deal with deficiencies discovered in the three-year assessment action, countermeasures were designed immediately. We established systems from long-term perspectives and overcame difficulties in improving the management and control system. During the process, 29 reform priorities, 48 measures and 101 specific tasks were implemented.



建设世界一流企 业价值创造行动 有序开展

Orderly going of the action of building a world-class enterprise and creating value

根据国资委对标世界一流企业价值创造行动工作部署要求，认真研究制定行动方案 and 任务清单，以改革发展重点项目和重点举措为抓手，聚焦效益效率核心指标、创新驱动发展、国家战略落实、治理效能提升、可持续发展、共建共享、体系能力建设七个方面，高质量完成2023年全部价值创造对标世界一流重点任务。按照“以对标促达标、以达标促创标”的要求，创建价值创造示范标杆，深化学习培训，促进各专项工作有效衔接，着力推动价值创造行动走深走实。

After carefully studying SASAC's requirements on the value creation action benchmarking world-class enterprises, CAS has formulated a list of action programs and tasks, starting from key reform and development projects and major measures. Focus was given to seven aspects, including the core indicators of efficiency and effectiveness, innovation-driven development, implementation of national strategies, improvement of governance effectiveness, sustainable development, joint construction and sharing, and system capacity building. All these initiatives had guaranteed the accomplishment of all major tasks specified in the value creation action in 2023. In accordance with the requirement of "promoting standard-conforming by benchmarking and driving standard-creating through standard-conforming", we created value creation demonstrations, deepened learning and training, strengthened the effective connection of various special tasks, and made great efforts to promote the deepening and implementation of the value creation action.



中国特色现代企业 制度更加成熟定型

More mature modern enterprise system with Chinese characteristics

公司治理形成了“1+3+N”制度体系，即以公司章程为基础，党委会、董事会、总经理办公会议事规则为依托，《重大事项权责清单》等配套制度相互支撑的制度体系。党的领导融入决策、执行、监督等公司治理各环节，以党委会为核心、董事会和经理层各司其职，“重大事项决策清单”完善健全，各治理主体职责边界清晰、运转规范、协同高效，强化了各治理主体不缺位、不越位，不相互替代、不各自为政的高清晰度、强透明度的治理格局。

We have built a "1+3+N" system, which is based on the Articles of Association of the Company, supported by the rules of the Party Committee, the Board of Directors and the General Manager's Office, and regulated by the List of Authorities and Responsibilities for Major Matters and other supporting systems. Under the system, the Party's leadership has been present in all aspects of corporate governance such as decision-making, execution and supervision. The Party Committee is taken as the core, while the Board of Directors and the management level perform their respective roles earnestly. The List will be improved continuously, to clearly define the borders of responsibilities, standardize the operation and guarantee coordination and efficiency. It aims to create a clearly-defined and highly transparent governance landscape to avoid the absence, overstepping, substitution or compartmentalization of the main bodies during management.



加快布局战略性新 兴产业

Quickened development of strategic emerging industries

制定布局发展战略性新兴产业工作方案，着力发展新一代信息技术产业、高端装备制造产业和相关服务业三大类产业领域。在飞行及空管 IT、机务 IT、空地互联数据平台服务、智慧机场技术创新产品研发、民航部附件维修、航空航天器修理、民航融资租赁等业务取得积极进展，并与中国科学院空天信息创新研究院签署战略合作协议。

CAS has formulated a working program for the development of strategic emerging industries, focusing on three major industrial fields (namely new-generation IT industry, high-end equipment manufacturing and related service industry). Positive progress has been made in flight and air traffic control IT, maintenance IT, ATG data platform service, development of technical innovation products for smart airports, maintenance of civil aircraft parts and components, repair of aerospace vehicles and civil aviation financing and leasing business. More than that, we have signed a strategic cooperation agreement with Aerospace Information Research Institute, Chinese Academy of Sciences.



中国航材与中科院空天信息研究院签署战略合作协议

CAS signing a strategic cooperation agreement with Aerospace Information Research Institute, Chinese Academy of Sciences



推动战略性重组和 专业化整合

Advancement of strategic reorganization and professional integration

以优势企业为主体，加大集团各主业领域专业化整合力度，培育航材产业链供应链的一流企业。促进不同层级国有资本协同优化，加强与其他国资央企之间的股权、供应链和项目合作，服务国家战略，加快实施“十四五”规划中的战略任务。

Relying on affiliates with unique strength, CAS has strengthened the professional integration of major businesses, in the hope of fostering first-class enterprises on the industry chain and supply chain of aviation supplies. Externally, we have coordinated with state-owned capitals of different levels in terms of stock equity, supply chain and projects, to serve national strategies and speed up the implementation of strategic tasks stated in the 14th Five-year Plan.

对外开放合作

Inclusiveness and Cooperation



深化行业合作研究机制

Deepen the mechanism for cooperation in research in the industry

CAS continued to carry out cooperative research projects with China Academy of Civil Aviation Science and Technology, Civil Aviation University of China, Civil Aviation Management Institute of China and other industry research institutes, converging basic research on the transportation fleets of China's civil aviation industry. This has elevated fleet scientific management of the industry and the airlines, and continuously enhanced efficiency of the industry as well. We have also hosted a seminar on the management and introduction of civil aviation transportation aircraft. This seminar was attended by the competent authorities of the industry and 54 transportation airlines and has promoted the management and introduction of aircraft.

中国航材持续与中国民航科学技术研究院、中国民航大学、中国民航管理干部学院等行业科研院所开展合作研究项目，围绕中国民航运输机队开展基础研究工作，助力提升行业、航司的机队科学管理，不断增强行业运营效率。承办民航运输飞机引进管理工作研讨会，行业主管部门、54家运输航空公司共同参会，助力提升飞机引进管理工作。



中国航材与中国民航大学签署共建联合实验室合作协议
CAS and Civil Aviation University of China signing a cooperation agreement on building a united laboratory



积极举办行业展会和论坛

Actively sponsor industry exhibitions and forums

In May, October and November, 2023, we successively held Civil Aviation Technology and Equipment Exhibition, Macau Business Aviation Exhibition and Civil Aviation Supplies Forum, to provide platforms for exchanging new products, new technologies and new concepts, create development opportunities and back high-quality development of civil aviation.

2023年5月、10月、11月，先后举办民航技术装备展、澳门公务机展、民航航材论坛，为民航新产品、新技术、新理念搭建交流合作平台，提供发展契机，助力民航高质量发展。



主办 2023 第三届民航技术装备及服务展
Sponsoring the 3rd Civil Aviation Technology, Equipment and Service Exhibition of 2023



加大行业内外拜访互促

Visit outstanding enterprises inside and outside the industry

Internationally, we paid visit to international giants such as Airbus, Boeing, Honeywell, Pratt & Whitney and Aercap to strengthen the capacity of the supply chain. Domestically, we strengthened the cooperation with peers such as Air China, China Eastern Airlines, China Southern Airlines, Hainan Airlines, Shenzhen Airlines, Xiamen Airlines, Shandong Airlines, and maintenance enterprises, so as to vigorously smooth the supply chain. To increase our awareness, we have made exchanges with other central enterprises, such as Aviation Industry Corporation of China, LTD. (AVIC), China General Technology (Group) Holding, Ltd., COMAC, and China Reform Holdings Corporation Ltd. More than that, we actively informed the competent authorities and local governments of relevant policies and information, and explained to them our functional positioning, to showcase our sense of responsibilities.

相继走访空客、波音、霍尼韦尔、普惠、Aercap等国际巨头，积极开展供应链的强链工作，加大与国航、东航、南航、海航、深航、厦航、山东航、各维修企业等行业内合作伙伴的合作力度，有力推进供应链的畅链工作。多次与航空工业、通用技术、中国商飞、中国国新等兄弟央企交流业务，增进认知。积极向主管部委和地方政府汇报沟通相关政策信息，讲透说清集团的功能定位，展示中国航材担当。



在“服务构建新发展格局 加快建设中国特色自由贸易港”座谈交流会上，与海南省人民政府签署战略合作协议
At the forum on "Serving the Building of New Development Pattern and Quickening the Construction of Free Trade Port with Chinese Characteristics", signing a strategic cooperation agreement with Hainan People's Government

02

安全环保 引领先进理念

SAFETY AND ENVIRONMENTAL
PROTECTION LEAD THE ADVANCED
CONCEPTS



守牢安全红线

Hold the Safety Red Line

中国航材坚持以习近平总书记关于安全生产的重要论述武装思想，牢固树立安全发展理念，坚持“安全第一，预防为主”“人民至上，生命至上”的工作方针，积极做好“重大事故隐患专项排查整治 2023 行动”和“安全管理强化年行动”，全面落实安全生产企业主体责任，进一步优化提升安全生产管理体系和系统工作机制，开展系统有效的风险防控和安全生产监督管理工作，继续保持了全年安全生产无事故的良好局面。

In terms of safety production, CAS has been adhering to General Secretary Xi Jinping's important exposition, firmly establishing the concept of safety development, and been guided by the working guidelines of "safety first, prevention first" and "people first, life first". In practice, we actively carried out the "2023 Action of Special Investigation and Rectification of Major Accidents and Hidden Dangers" and the "Action of the Year of Strengthening Safety Management", fully implemented the main responsibilities of safety production enterprises, and further optimized the safety production management system and systematic work mechanism. Through rolling out systematic and effective risk control and safety supervision and management work, we were able to maintain the record of zero accident all the year.

严格安全管理

Tighten safety management

建立了定期检查和日常检查、全面检查和专项检查、总部督查和二级公司自查相结合的安全检查机制，明确规定了监督检查的周期、内容及标准要求，确保安全生产方针政策、法律法规、标准规范和保障措施层层落实，及时排查和整改隐患，避免事故的发生。制定《中国航空器材集团有限公司重大事故隐患专项排查整治 2023 行动总体方案》和《中国航空器材集团有限公司安全管理强化年行动方案》，将重大事故隐患专项行动五项重点工作内容和安全管理强化年六个方面的工作任务逐项细化，全面摸清并动态掌握重大事故隐患底数，认真落实各项整改措施，推动各所属单位负责人严格履行安全生产法定职责，严禁出现责任悬空、思想麻痹、教训吸取不深刻、应急准备不足等现象，努力提高集团公司本质安全水平。

To safeguard safety, we have established a safety inspection mechanism encompassing regular and daily inspections, comprehensive and special inspections, headquarter inspections and self-inspections by second-tier companies, with a clearly defined inspection period, contents and requirements, to ensure that production guidelines and policies, laws and regulations, standards and specifications and the guarantee measures are sufficiently implemented at all levels, and that hidden dangers are promptly investigated and rectified to avoid accidents. With the launching of *Overall Plan for Special Investigation and Rectification of Major Hidden Dangers in 2023* and *Action Plan for the Year of Strengthening Safety Management of CAS*, we further broke down five major tasks in the special action on major hidden dangers and the six aspects for safety management strengthening, comprehensively figured out the base number of major hidden dangers, and conscientiously implemented the corrective measures. In addition, we encouraged the responsible people concerned strictly fulfilled their statutory responsibilities for work safety, and prohibited such phenomena as lack of responsibility, paralyzed thinking, failure to learn lessons profoundly, and insufficient preparation for emergencies. In this way, we could improve the intrinsic safety level of the Group.



安全生产检查
Inspections on safety production

强化教育培训

Enhance education and training

Safety training and education has been regarded as the basic measure to ensure safe development. For that end, we combined centralized training and hierarchical training, focusing on awareness cultivation, knowledge training and skill training. Such trainings were targeted at personnel at all levels, so as to continuously improve their quality of keeping safety. They covered the interpretation of laws and regulations such as the *Safety Production Law of the People's Republic of China* and *Law of the People's Republic of China on Fire Prevention and Control*, the Group's safety management systems and safety management rules and regulations, common knowledge and skills on safety, the rights and obligations of employees in work safety, the prevention of common production safety accidents and emergency response, among other aspects.

把安全培训教育作为保障安全发展的基础性措施来抓，坚持集中培训与分级培训相结合，意识培养、知识培训和技能训练相结合，大力加强各层次人员的安全教育培训，不断提高员工安全素质。培训内容涵盖了《中华人民共和国安全生产法》和《中华人民共和国消防法》等法律法规的解读、集团安全管理体系及安全管理规章、安全常识与技能、从业人员安全生产权利与义务、常见生产安全事故的预防和应急处置等多个方面。



举办“人人讲安全、个个会应急”安全教育培训
Safety education training titled "Everyone Knows Safety and Emergency Measures"

强化应急演练

Reinforce emergency drills

CAS organized its affiliated enterprises to carry out effective and useful emergency drills for all members, and rehearsed the on-site evacuation, fire-fighting drills, emergency rescue and disposal, to further improve their ability to direct emergencies, make fast response and disposal, while equipping employees with better fire control and safety awareness and the ability of self-rescue and self-protection.

组织所属企业开展有效管用的全员应急演练，通过现场疏散、灭火实操演练、应急救护处置教学演练，进一步提高了应对突发事件的组织指挥、快速响应及处置能力，同时也提高了全体员工的消防安全意识和自救自护逃生能力。





做好宣传咨询

Do a good job in propaganda and consultation

2023年6月是第22个全国“安全生产月”，主题为“人人讲安全、个个会应急”。中国航材按照安全生产月部署，深入学习贯彻习近平总书记对民航安全工作的重要指示批示和关于安全生产重要论述，特别是关于总体国家安全观、安全红线等重要论述，组织开展宣讲活动，结合自身实际情况开展“贯彻总体国家安全观，坚决守住航空安全底线”征文活动、“安全生产大家谈”“班前会”“以案说法”等活动，引导员工以明确、坚定的态度牢固树立安全底线思维和红线意识。

June of 2023 was the 22nd National Safety Production Month, themed as "Everyone Knows Safety and Emergency Measures". In this month, CAS unscrambled and implemented General Secretary Xi Jinping's important instructions and approvals on civil aviation safety and important discourses on work safety, especially those on the overall national safety concept and the red line of safety. After that, we organized and carried out propaganda activities, in forms of article-soliciting event titled "Carrying out the National Overall Safety Concept, Adhering to Safety Bottomline of Aviation", the "Share Your Opinions on Safety Product", "Pre-shift Meeting" and "Case Studies", with the aim to guide employees to establish a clear and firm bottom line thinking and red-line thinking in safety.

完善质量管理

Improve Quality Management



完善质量管理

Improve quality management

中国航材将质量管理工作纳入到集团公司发展战略，树立了追求卓越的质量经营目标，加强全员、全要素、全过程、全数据质量管理，努力打造高效的业务流程。通过技术创新应用质量管理方法和工具，推动业务流程高效运转。通过严格内控管理持续辨识业务流程中的风险，及时制定对策措施降低输出风险。

In CAS, quality management has been incorporated into the development strategy. To be precise, we set the quality management goal of pursuing excellence, strengthened all-employee, all-factor, all-process, and all-data quality management, and endeavored to create an efficient business process. In the process, technological innovation was made to apply quality management methods and tools, to ensure the efficient operation of business processes. Through strict internal control management, we continuously identified risks in business processes and formulated countermeasures to reduce risks in a timely manner.



加强质量审核

Strengthen quality checks

采取内部审核和外部审核相结合的方式加强对质量体系的持续改进。建立了一支有相关工作经验、有技术、熟悉质量标准、懂专业技术的内审队伍。申请通过 ISO 9001\AS 9120\AS 9110 质量管理体系、ISO 45001 职业健康安全管理体系和 ISO 14001 环境管理体系等认证工作，以质量管理内外兼修，不断扩大公司产品和服务的品牌知名度和市场占有率，为生产经营可持续发展打下坚实的基础。

We continued to better our quality systems through combining both the internal and external checks and created an internal check team equipped with working experience, technology, familiarity with quality standards and expertise. We were also certified by ISO 9001\AS 9120\AS 9110, ISO 45001 and ISO 14001, so as to expand the brand awareness and market share of our products and services, and lay a solid foundation for the sustainable development of production and operation.



倡导低碳生活

Advocate Low-carbon Life



树立绿色导向

Foster a green-oriented sense

Green and low-carbon development has been a part of enterprise quality management of CAS. To achieve green quality development, we comprehensively executed Xi Jinping's thought of ecological civilization, deeply implemented the major strategic deployment of carbon peak and carbon neutrality, and accelerated green low-carbon and high-quality development. For that purpose, we compiled the *Action Plan for Carbon Peak of CAS*, requiring that we would give full play to the important role of quality management in that regard. Our industrial structure and layout have been optimized based on the major policies and green and low-carbon development trend in China.

中国航材始终将绿色低碳发展的理念纳入到企业质量管理中，树立质量发展绿色导向。全面贯彻习近平生态文明思想，深入落实碳达峰碳中和重大战略部署，加快绿色低碳和高质量发展，编制了《中国航空器材集团有限公司碳达峰行动方案》，充分发挥质量管理在实现碳达峰碳中和目标的重要作用，分析行业重大政策及国际国内绿色低碳发展的趋势，做好产业结构和布局优化。



集团总部开展“共建美丽中国”义务植树活动

The headquarters holding the volunteer tree-planting activity of "Building a Beautiful China"



提升环保意识

Elevate environmental protection awareness

加大节能环保宣传力度，树立“节约光荣、浪费可耻”的意识，形成了节能环保“从自身做起、从小事做起”的观念。组织指导集团各单位积极践行节能环保低碳的理念，切实加强用水用电管理，安排专人负责巡视跑、冒、滴、漏现象，及时对老旧生产设备进行维修、更换。此外，赴白水县调研中国航材“双碳”生态林建设项目，与白水县林业局签署 300 亩植树造林协议，积极推进集团公司“双碳”目标。

We spared great efforts to increase publicity on energy conservation and environmental protection, enabled individuals to build the consciousness of "saving is glorious, wasting is shameful", and develop the concept of "starting from oneself and from small things" to save energy and protect the environment. We organized and directed our affiliated enterprises to actively practice the concept of energy saving, environmental protection and low-carbon, effectively strengthen the management of water and electricity through arrange special personnel responsible for inspecting leakage of water and electric power and timely maintenance and replacement of old production equipment. In addition, Group leaders went to Baishui County to investigate the "dual-carbon" ecological forest construction project, and signed a 300 mu afforestation agreement with the Forestry Bureau of Baishui County to actively accomplish the "dual-carbon" goal.

03

培养增效 赋能员工成长

IMPROVEMENT IN CULTIVATION
EFFICIENCY EMPOWERS GROWTH OF
EMPLOYEES



打造发展舞台

Provide a Stage for Development



畅通人才发展路径， 优化员工薪酬福利

Smooth talent development paths and optimize employees' remuneration and benefits

中国航材持续深化“三能”机制改革，开展三项制度改革评估，为职工构建多元化职业发展通道，所属企业结合自身业务特点，建立起多通道岗位序列，进一步扩大职工发展空间，晋升标准明晰，岗位管理体系更加科学规范。

CAS continued to deepen the reform of the "Three-subject" mechanism (i.e. managers subject to promotion and demotion, employees subject to employment and dismissal, income subject to increase and decrease) and evaluated reform of the three systems. We worked hard to provide diversified career development channels, and encouraged our affiliated enterprises to create position levels that could be achieved through multiple channels. In this way, employees will enjoy a wider development space where the promotion standard is clearly defined and the position management system is more scientific and standardized.

- ▶ 落实晋级调薪制度。根据绩效考核办法、岗位管理办法等规定，集团总部进一步畅通专业职能序列晋升通道，对符合有关条件的员工予以晋级调薪安排，实现员工职业生涯双通道晋升。

The promotion and salary adjustment system has been earnestly implemented. In accordance with the performance assessment method and the position management method, the Group headquarters has further expanded channels for promotion based on professional functions, so that qualified employees could be promoted with a salary raise and achieve the dual-channel promotion in their career.

- ▶ 持续深化薪酬改革。所属企业在持续完善岗位序列和发展通道管理的同时，持续优化薪酬分配体系，落实薪酬制度改革各项措施，建立并完善体现岗位价值和业绩导向的分配机制。

Remuneration reform has been continuously deepened. Our affiliated enterprises worked on a better remuneration distribution system, carried out measures for remuneration system reform, established and improved a performance-oriented distribution mechanism that could showcase the value of the position, while consummating the management on position sequence and development.

- ▶ 持续推进落实任期制和契约化管理，建立“能者上，平者让，庸者下”的正向激励机制。

The tenure system and contracted management have been increasingly advanced, with a positive incentive mechanism featuring "the capable get promoted, the ordinary give way to others while the mediocre resign".

- ▶ 进一步拓宽选人用人视野。一方面持续推进竞聘上岗和市场化选聘工作，做到“凡进必考”，竞争性选拔引向纵深；另一方面稳岗扩就业，从源头储备优秀人才，积极响应国资委关于做好应届高校毕业生就业工作要求，参加高校和国聘等线上线下双选活动，面向西藏青海新疆高校毕业生提供定向岗位，多措并举促进高校毕业生就业，践行央企责任。

In selecting and employing employees, we have employed a variety of recruitment channels and offered jobs to graduates from remote areas. On the one hand, we continued to exercise competition for the post and market-oriented selection and employment, with the principle of "every candidate must take exams", to better meet the demand for talents. On the other hand, we tried hard to stabilize employment and create more jobs and recruit outstanding talents from the source. In response to SASAC's working requirements on employment of the new college graduates, we conducted both online and offline recruitment activities in the form of campus recruitment or through Guopin website. In particular, we offered positions for graduates from colleges and universities of Tibet, Qinghai and Xinjiang. All these measures worked together to promote the employment of college graduates, as a symbol of exercising our corporate responsibilities as an SOE.



开展干部和人才盘点， 完善科学分类评价机制

Get a clear picture of cadres and talents and improve the scientific classification and evaluation mechanism

- ▶ 启动干部人才测评项目，构建中国航材集团干部胜任力标准、优秀年轻骨干人才能力素质标准等模型框架，开展干部与人才素质能力测评、笔试面试和 360 评价，形成干部人才综合数字画像，不断创新优化干部考评方式方法，进一步提高干部评价工作的科学性、精准性、实用性。

- ▶ 推进优秀年轻干部队伍建设，开展中国航材“十四五”时期优秀年轻干部意见贯彻落实情况中期调研，对各所属企业优秀年轻干部和骨干人才进行动态推选，梳理新后备人选建议名单，拥有一批 30 岁以下各专业领域高潜质优秀年轻骨干。

- ▶ 初步建立科技人才评价标准，构建符合集团公司特点的科技人才素质模型。以所属高新技术企业、“科改示范行动”企业等为对象，开展科技人才和技能人才试点评价，深入盘点掌握中国航材集团科技技能人才现状。

We launched the cadre and talent assessment project and established model frameworks such as competency standards for cadres and for excellent young cadre talents, along with the cadre and talent quality and competency assessment, written exams and interviews and 360 evaluations, to develop an overall digital portrait of them. We have made continuous innovation and optimization to the cadre assessment approaches, to make them more scientific, precise and practical.

CAS drove the construction of an excellent young cadre team through carrying out the intermediate research on the implementation of CAS' opinions from excellent young cadres during "14th Five-Year Plan" period. Outstanding young cadres and backbones talents from the affiliated enterprises were recommended regularly, to create a list of recommended candidates, who are outstanding young aged below 30 with great potential from different fields.

A scientific and technological talent quality model catering for the characteristics of the Group was created based on the evaluation criteria for such talents. We launched scientific and technical talent and skilled talent pilots in affiliated high-tech enterprises and companies included by "Scientific and Technical Reform Demonstration Action", so as to get a full picture of the technical and skilled talents in CAS.





分层分类开展培训，育体系强能力补短板

Carry out hierarchical and classified trainings, create systems, strengthen capabilities and make up the shortcomings

落实干部人才分层梯次培养体系，在持续开展具有中国航材特色的“航材大讲堂”的同时，组织开展 6 个主体培训班次，各类主体班次的方案设计和组织实施重点围绕习近平新时代中国特色社会主义思想、党的二十大精神、国企改革新一轮深化提升、中国式现代化、世界一流企业建设、科技创新、总体国家安全观、国有企业干部能力提升、合规管理、民航行业知识及发展形势、岗位技能等主题，力求切实提升培养对象的能力素质，促进员工和公司共同进步、共同发展。

所属企业根据年度培训计划组织开展内外训相结合的多元化人才教育培训，兼顾政治理论学习和业务技能学习，在积极参与集团公司统筹培训的同时也根据本企业需要开展特色培训项目，为员工职业发展赋能。

CAS implemented a cadre hierarchical cultivation system. In addition to our unique "CAS Lectures", we also held training classes for six main bodies, with the scheme and priorities of each class focusing on themes such as Xi Jinping Thought on Socialism with Chinese Characteristics for a New Era, the guiding principles of the 20th CPC National Congress, the new round of further SOE reform, Chinese-type modernization, construction of world-class enterprises, scientific and technological innovation, holistic approach to national security, improvement of the ability of cadres of SOEs, compliance management, knowledge and development of the civil aviation industry and job skills, with an aim to effectively improve the ability and quality of the trainees, and achieve the progress and development of both the staff and the Company.

Our affiliated enterprises organized and carried out diversified talent education and training through internal and external channels as stated in the annual training plan. Such trainings took into account both political theories and business skills. They actively attended unified trainings offered by the Group while carrying out their specific training programs based on own needs, so as to empower the employees.



组织新员工培训
Organizing new employees for training



开展第二期逸才班优秀学员实践教学活动
The second term of practical teaching activities held by outstanding students of Yucai Class



保障员工权益

Safeguard Rights and Benefits of Employees

中国航材召开三届七次职工代表大会，审议集团公司 2023 年度工作报告，审议通过了《职工代表大会实施细则》、《职工民主座谈会实施细则》、《先进个人和先进集体评选表彰管理办法》和《困难职工补助办法》，更好地维护了职工利益，有效保障职工参与企业经营的合法权益。

CAS held the seventh meeting of the third session of the Workers' Congress, where the Work Report of the Group in 2023 was reviewed. It also deliberated and passed the *Implementing Rules of Workers' Congress*, *Implementing Rules of Democratic Symposium of Staff*, *Administrative Measures for Selection and Recognition of Advanced Individuals and Collectives*, and *Measures for Providing Subsidies to Impoverished Workers*. These initiatives have better safeguarded the interests of the employees, and effectively guaranteed their lawful rights to participate in the operation and management of the enterprise.



三届七次职工代表大会
The seventh meeting of the third session of Workers' Congress

组织完成集团职工代表大会换届选举工作、2023 年工会干部培训暨班组建设交流活动，通过请进来、走出去的形式邀请专家讲授工会业务知识、与民航系统优秀班组学习交流，为提升工会干部及班组长业务能力，推动集团工会工作提质增效，推动班组工作更加规范化、科学化、民主化，发挥积极的促进作用。

We hosted the election of Workers' Congress of the Group and completed exchange activities on training and team construction of cadres of the Labor Union in 2023. Experts, either going to our Company or being visited by trainees, were invited to lecture on business knowledge of the Labor Union. We also made exchanges with outstanding teams in the civil aviation industry. In this way, the business skills of the cadres and team leaders of the Labor Union were greatly elevated, which would thereby improve both quality and efficiency of the Labor Union and make the work of the teams more standardized, more scientific and more democratic, so that they could play an active role in development of the Group.



关爱员工生活

Care for the Life of Employees

集团领导带队开展送温暖、送清凉慰问，将党的温暖和集团党委的关怀送到基层一线和困难职工的心坎上。举办职工“中医健康养生”知识讲座，完成 2023 年补充医疗保险承保工作，组织开展女职工专项体检。

The Group Leaders led a team to show their care for the grassroots and workers in difficulty in summer and winter, spreading the warmth of the Party and the care of the Group's Party Committee to them. CAS held a seminar on "Health Preservation with Traditional Chinese Medicine" for employees, provided employees with the supplementary medical insurance for 2023, and in particular, arranged special medical checkups for female employees.



集团领导慰问一线职工

Group leaders visiting front-line workers



贴近实际需求组建职工文体协会，制定《集团工会职工文体协会管理办法》，选择外部优质资源合作建立“中国航材职工体育健身中心”，成立乒乓球、羽毛球、足球和篮球等协会。

To meet the actual needs, we set up a Staff Sports and Cultural Association and drafted the *Management Measures for Staff Sports and Cultural Association* for that purpose. Through working with external high-quality resources, we established the "Staff Sports and Fitness Center of CAS", and founded associations for table tennis, badminton, soccer and basketball.

组织开展“踔厉奋发笃行不怠拼搏 2023”新春游艺会、“踔厉奋发新征程 扬帆共筑巾帼梦”三八妇女节主题活动、“童心向党 携手绘蓝图”绘画活动、“航材杯”乒乓球赛、“凝心铸魂跟党走 团结拼搏攀高峰”登山比赛，组织参加全国民航职工羽毛球比赛。组织优秀女职工观看文艺演出等活动，丰富职工文化生活、充分展现职工风采、促进企业精神文明建设。

We hosted and carried out diversified activities, such as "Working Hard, No Slacking, Fighting for 2023" Chinese New Year Parade, the "Fighting for the New Journey, Building the Women's Dream" on March 8th, the "Children's Heart for the Party: Drawing the Blueprint Hand in Hand" Painting Activity, the "CAS Cup" Table Tennis Tournament, the "Unity with the Party, Striving to Climb the Peak" Mountaineering Competition, as well as the National CAS Employees' Badminton Competition. More than that, we organized outstanding female workers to admire cultural performances and other activities to enrich their cultural life, fully display their elegance and promote the spiritual civilization of the Group.



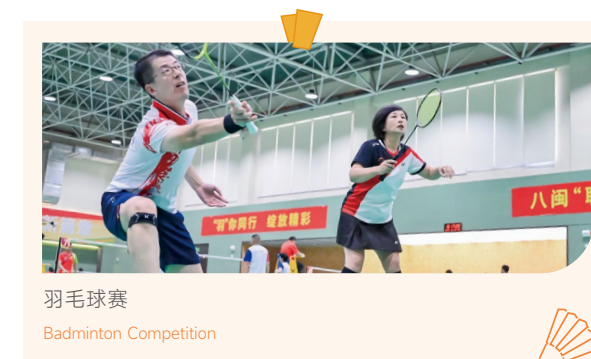
“踔厉奋发笃行不怠拼搏 2023”新春游艺会
"Working Hard, No Slacking, Fighting for 2023"
Chinese New Year Parade



“六一”绘画活动
Drawing activity on Children's Day

聚焦青年职工交友需求，组织开展“缘在航空‘飞’你莫属”青年交流活动，与首都航空、民航校飞中心组织开展篮球友谊赛，为航材青年加强对外交流、展现自我、结交朋友搭建平台，为促进集团公司与合作企业的密切联系起到积极作用。

To facilitate the young employee to make friends, we organized the youth exchange activity of "Predestined in Aviation, It Has to Be You", and held basketball friendly matches with Capital Airlines and Pilot Inspection Center of CAAC. We exerted great efforts to set up a platform for young people to have more external exchanges, show themselves and make friends. Such activities have significantly promoted the close contact between the Group and cooperative enterprises.



羽毛球赛
Badminton Competition



篮球友谊赛
Basketball friendly matches



中国航材携手空客中国举办“缘在航空‘飞’你莫属”青年交流活动

"Predestined in Aviation, It Has to Be You" youth exchange activity held jointly by CAS and Airbus China

组织开展年度集团公司先进集体和先进个人的评选表彰、中国航材集团 2023 年五一巾帼标兵（岗）评选和全国民航五一巾帼标兵（岗）评选推荐、2023 年中国航材优秀工会工作者和优秀工会积极分子、中国航材工会示范班组评选，共评选表彰先进集体 19 个、先进个人 45 人。

CAS selected and commended advanced groups and advanced individuals for the year 2023 of the Group, the selection of Women's Pacesetter (Post) of CAS and the selection and recommendation of the National Civil Aviation Women's Pacesetter (Post) on May Day, 2023. We also selected the 2023 excellent Labor Union workers and activists of CAS and the demonstration team of CAS Labor Union. A total of 19 advanced groups and 45 advanced individuals were chosen.

04

党建引领 凝聚时代力量

PARTY BUILDING GATHERS POWER
OF THE TIMES



加强党的建设

Strengthen Party Building

中国航材党委坚决贯彻党中央和国资委党委的部署和要求，把深入开展学习贯彻习近平新时代中国特色社会主义思想教育作为工作主线，以高质量党建工作引领保障集团高质量发展。一年来，集团党委坚持用习近平新时代中国特色社会主义思想武装头脑，持续发挥统揽全局、领航发展的核心领导作用，带领全体职工建功立业，全心全意谋发展，聚精会神抓转型，为集团公司高质量发展提供了强有力的政治保证。

CAS CPC Committee resolutely implemented the deployment and requirements of the CPC Central Committee and the Party Committee of SASAC, prioritized the in-depth study and implementation of Xi Jinping Thought on Socialism with Chinese Characteristics for a New Era, to guarantee the Group's high-quality development through high-quality Party building. Over the past year, the CPC Committee, armed by Xi Jinping Thought on Socialism with Chinese Characteristics in the New Era, continued to play its core leadership role of overseeing the overall situation and leading the development through motivating all employees and focusing on transformation. This thus has provided a strong political guarantee for the high-quality development of the Group.

主题教育 Theme education

坚持以学铸魂汇聚思想伟力
We believed in the power of thought and insisted on arming our soul through studying

集团党委把加强党的创新理论武装作为重中之重，集团党委班子带头先学一步、深学一层，通过“三个一”方式持续深化理论学习。以“航材大讲堂”为载体，邀请中国社会科学院经济研究所教授为全体党员干部解读习近平经济思想，坚定战略自信，增强战略主动。在全集团开展主题教育知识竞赛，以赛促学，深化全体党员对习近平新时代中国特色社会主义思想的认识。组织党员干部赴延安、韶山、红旗渠、中钢洛耐红色教育基地、淮海战役纪念馆、民航博物馆等地开展主题党日活动，传承红色基因，锤炼党性修养。

The Group Party Committee made strengthening the Party's innovative theories as the top priority and asked its members to take the lead in learning and digging into such theories by means of "Three Ones" (i.e. one flag, one grid, one heart). Leveraging "CAS Lectures", we invited professors from Institute of Economics Chinese Academy of Social Sciences to expound Xi Jinping's economic thoughts for all party members and cadres, so as to strengthen their strategic confidence and enhance their strategic initiative. In addition, we launched a knowledge competition on the theme education to promote learning and deepen all Party members' understanding of Xi Jinping Thought on Socialism with Chinese Characteristics for a New Era. More than that, our Party members and cadres visited Yan'an, Shaoshan, Hongqi Canal, Sinosteel Luonai Red Education Base, Huaihai Battle Memorial Museum, and Civil Aviation Museum to undertake theme activities, inherit the red genes and hamper the Party spirit.

发现问题

Found problems

323 项

收集建议

Suggestions were collected

237 条

采纳建议

Suggestions were adopted

131 条

坚持以学增智强化本领能力

CAS insisted on enhancing wisdom and strengthening competence through learning

集团党委把调查研究作为主题教育的关键环节，聚焦“向科技服务型企业转型”关键问题，深入基层单位摸情况、找问题、析原因、寻对策。各级党员领导干部各自领题调研，将年度重点工作任务与调查研究紧密结合，坚持在“实”字上下功夫，先后调研集团内外部近 40 家单位 523 人，明确调研课题 101 项，发现问题 323 项，收集建议 237 条，采纳建议 131 条，切实把主题教育成效转化为指导实践、推动发展的具体举措。

The Party Committee laid great stress on investigation and research during the theme education, focused on the key issue of "transforming to a technical service-oriented enterprise", and personally went to the grassroots companies to learn about the situation, find out problems, analyze reasons and work out countermeasures. Party members and leading cadres at all levels were assigned with respective research subjects and combined their yearly key tasks with research. In the process, they advocated "practice" and interviewed 523 people from 40 companies inside and outside of the Group. As a result, they fulfilled 101 research subjects, discovered 323 problems, collected 237 opinions, and accepted 131 suggestions. They earnestly transferred theme education into concrete measures to guide practice and promote development.

坚持以学正风持续检视整改

Continuous inspections and rectifications were carried out in line with the principle of creating a good moral climate through learning

集团党委把检视整改作为推进主题教育成果转化的重要抓手，聚焦“五个紧盯”，以上率下深入推进整改落实工作，推动各级党组织不断完善、动态更新检视整改问题清单，增强检视整改实效。集团第一批、第二批主题教育所属各级党组织累计发现问题132项，整改完成率90.91%。

The Group Party Committee took inspections and rectifications as an important means to translate achievements from the theme education. In the process, focus went to "Five Keeping-an eye-ons" (i.e. keeping an eye on political accomplishment, keeping an eye on development of work practices, keeping an eye on courage to shoulder responsibilities, keeping an eye on serving the masses, and keeping an eye on ability cultivation), to make sure the superiors could lead the subordinates to advance the rectification and implementation work, continuously improve the Party organization, dynamically update the list of problems awaiting rectification and inspection, and enhance the actual effect of the inspection and rectification. During the first and the second round of theme education, Party organizations of the Group accumulatively discovered 132 problems, 90.91% of which were rectified.

坚持以学促干提升经营能力

Guided by the concept of elevating abilities through learning, we worked on improving our operation ability

集团党委指导各级党组织把主题教育成效转化为推动公司发展的思路办法，把“当下治”与“长久立”结合起来，着力从制度机制上补短板、堵漏洞、破难题、固根本，两批主题教育累计建章立制 64 条。紧紧围绕集团转型发展面临的新形势、新机遇、新挑战，锚定目标任务，抓住关键、靶向施策，全力推动集团经营实现质的有效提升和量的合理增长。

The Group Party Committee directed Party organizations at all levels to transform the fruits of theme education into ideas and methods to promote the development of the Company, both in the short and in the long term. We resorted to systems and mechanisms for making up the weakness, tightening the loopholes, solving problems and consolidating the foundation. After the two rounds of theme education, we accumulatively drafted 64 regulations. In face of the new situation, new opportunities, new challenges during the development of the Group, we pinpointed the target tasks, grasped the key issues and implemented targeted measures, to enable effective increase in quality and reasonable rise in quantity during the operation of the Group.



基层党建

Party building at the grassroots level

坚持不懈筑牢支部建设。制定《中国航材基层示范党支部创建实施方案》，开展“先进基层党组织”“示范党支部”评选活动，先后表彰8个基层党组织，营造“比学赶帮超、齐心谋发展”的浓厚氛围。举办基层党组织书记、党务工作者、入党积极分子集中培训。

We continued to solidify the construction of Party branches. For that end, we formulated the *Implementation Plan for the Building of Grassroots Demonstration Party Branches of CAS*, and carried out the selection of "Advanced Grassroots Party Organizations" and "Demonstration Party Branches", with 8 grassroots Party organizations commended, thus creating a strong atmosphere of "comparing, catching up, helping to surpass and seeking development with one heart". The party organizations have been honored with 8 awards, creating a strong atmosphere of "emulating, learning from, catching up with, helping and in turn surpassing each other, and working together for development". Moreover, centralized training was held for the secretaries of grass-roots Party organizations, Party workers and Party activists.

推动党建业务双融双促。以主题教育为契机，指导各基层党支部丰富活动载体。西北公司党支部与航空工业光电所民机航电技术党支部、东航技术西北结构党支部开展共建联学活动；航毯公司党支部与中国商飞采供物流中心东北党支部签署“结对共建”协议；机关党委开放、共享、高效党支部与徐工集团示范党支部开展联学共建。通过与主管部门、兄弟企业、主要客户的协调联动，达到党建和业务工作同频共振、同向发力的良好效果。

Party building and businesses were mutually integrated and promoted. Taking theme education as an opportunity, CAS directed each Party branch at the grassroots level to diversified activity carriers. For instance, the Party branch of Northwest Company joined hands with its counterpart from AVIC Optronics Avionics Technical Department and China Eastern Northwest Branch to launch the "co-building and joint-learning" activities. Also, the Party branch of Beijing Aircraft Carpet Co., Ltd. signed a "co-building" agreement with the Northeast Party branch of COMAC Purchase, Supply and Logistics Center. Moreover, the open, shared and efficient Party branches of Party committees of the government sectors initiated co-learning and co-building with the Demonstration Party branch of XCMG. Our coordination and cooperation with competent authorities, brother companies and major clients have generated good effect of developing both Party building and businesses.



党建带工会

Drive Labor Union through Party building

实施两批班组建设工程，即“新建一批”和“示范一批”夯实班组建设基础，发挥好班组长“兵头将尾”作用，组织现场观摩集团所属基层企业示范班组建设情况。

Team building was consolidated through "building a new batch of projects" and "demonstrating one batch of projects". In the processes, the role of the team leaders was fully utilized. For that end, we organized field visit to the grassroots enterprises to inspect the progress of building demonstration teams.



党建带团建

Mobilize building of the Communist Youth League through Party building

集团团委深入开展面向广大团员青年学习贯彻习近平新时代中国特色社会主义思想主题教育，组织青年团员认真学习领会团十九大精神，深入推进青年精神素养提升工程和青马工程，引领广大团员青年用实际行动肩负起新时代新征程党赋予共青团的使命任务。组织开展青年座谈会、青年大调查等活动了解青年员工思想动态；持续打造志愿服务品牌，联合白水县委开展城乡手拉手活动，与顺义区团委联合开展“学雷锋航材青年在行动”志愿服务活动。

Chinese Communist Youth League Committee of the Group carried out in-depth education on studying and implementing Xi Jinping Thought on Socialism with Chinese Characteristics in the New Era for League members, organized them to study and understand the guiding principles of the 19th National Congress of the Youth League, and pushed forward the Youth Spiritual Literacy Enhancement Project and the Young Marxist Cultivation Project, with the aim to guide them to shoulder the mission and tasks entrusted by the Party in the new era and on the new journey. To better learn about their ideological dynamics, we organized youth symposiums and surveys on the young. Our volunteer service brand was even brighter through launching the urban and rural "hand in hand" activities with Baishui County League Committee and the "CAS Yong People in Action in Learning from Lei Feng" with Shunyi District Legue Committee.



党风廉政

Party conduct and government integrity

2023 年，中国航材集团党委在国资委党委、驻委纪检监察组的坚强领导下，以习近平新时代中国特色社会主义思想为指导，深入学习贯彻党的二十大精神，坚定不移推进党风廉政建设和反腐败斗争，以全面从严治党和保障集团公司改革发展。

In 2023, under the strong leadership of the Party Committee of SASAC and the resident Discipline Inspection and Supervision Team, CAS Party Committee unwaveringly boosted the building of a fine Party culture and a corruption-free Party and safeguarded the reform and development of the Group by governing the Party with strict discipline. This initiative was guided by Xi Jinping Thought on Socialism with Chinese Characteristics for a New Era and based on the in-depth study on the guiding principles of the 20th CPC National Congress.

坚守政治职责，履行主体责任

Adhere to political duties, fulfill the main responsibilities

集团党委严格履行全面从严治党和主体责任，进一步做实集团党风廉政建设和反腐败工作协调机制，构建以党内监督为主，其他监督相互贯通，全面覆盖、权威高效的监督体系。加强对下级“一把手”和领导班子的监督，对年轻干部开展专题教育，督促年轻干部时刻保持警醒，扣好廉洁从政的“第一粒扣子”。加强企业廉洁文化建设，制定《加强新时代廉洁文化建设方案》，把党风廉政宣传教育融入整体工作布局。进一步发挥巡视利剑作用，系统总结上个五年巡视工作经验，编制《巡视工作规划（2023-2027 年）》，提出新一轮巡视向深拓展、向专发力、向下延伸达到更高水平全覆盖，深化巡视整改和成果运用。

The Party Committee of the Group strictly exercised its main responsibilities for full and strict governance over the Party, further coordinated the construction of Party conduct and clean government and anti-corruption, and created a comprehensive, authoritative and efficient supervision system that focuses on CPC's internal oversight and interconnects with other supervision tools. Supervision on the top leader of the subordinate departments and the leading bodies was strengthened. Themed education was offered to the young cadres, telling them to stay vigilant and make a good start in building a clean government. To consolidate the construction of corporate culture of integrity, The Program of Strengthening the Construction of Culture of Integrity in the New Era was formulated, which incorporated the publicity and education of Party conduct and governance of clean government into the whole picture of the Group. More than that, the role of inspection as a sword was fully utilized, to systematically summarize the experience in inspection work over the past five years. In the Inspection Work Plan (2023-2027), it stated to carry out a new round of inspection in a wider coverage through keeping a close eye on leading subjects, major responsibilities and key sections, breaking down the industries and fields, and integrating urban and rural inspections, with the aim to deepen rectification work and application of inspection achievements.

强化政治监督，履行职责使命

Enhance political supervision, fulfill the mission

集团党委高度重视发挥纪委专责监督作用，定期听取纪委工作汇报，自觉接受纪委监督，在重大决策前征求纪委意见，与纪委共同研判政治生态情况，分析党风廉政建设与反腐败斗争形势。推动纪检干部教育整顿，坚持将党的领导贯穿到教育整顿全过程各方面。监督推动所属企业积极参与民航强国建设，助力“两翼齐飞”战略，投身智慧民航发展，努力在国产民机保障体系建设中发挥作用，强化航材供应链安全，加快战略性新兴产业发展，切实发挥中央企业在建设现代化产业体系、构建新发展格局中的科技创新、产业控制、安全支撑作用。加强重点领域有效治理，始终以“零容忍”的态度，严肃查处各类违规违纪行为。

The Party Committee of the Group attached great importance to the role of the Commission for Discipline Inspection, regularly listened to its work report, consciously accepted its supervision, and consulted it before making major decisions. Through working with the Commission, the Party Committee was able to grasp the political ecology and analyze the situation of the Party's work in construction of the Party conduct and of an honest and clean government. It promoted the education and reorganization of discipline inspection cadres, through upholding the Party's leadership throughout the whole process. It further oversaw and motivated its affiliated enterprises to actively participate in the construction of a Civil Aviation Power, contribute to the "developing both transport aviation and general aviation" strategy, get involved in the development of intelligent civil aviation, strive to play a role in the construction of the domestic civil aircraft security system, intensify the security of the aviation supplies supply chain, accelerate the development of strategic emerging industries, and effectively give full play to the role in technical innovation, industry control and safety support in building a modern industrial system and the new development pattern. To bolster effective governance of major fields, the Party Committee always adopted a "zero-tolerance" attitude towards irregularities and disciplinary acts.

严格依法合规

Strictly Abide by the Laws and Regulations



内部审计 Internal audit

中国航材坚持党管审计，立足经济监督定位，深入推进党对审计工作集中统一领导。健全内部审计领导体制，重要审计事项由集团公司党委前置研究后，经审计与风险管理委员会认可，提交董事会审议。

2023 年，中国航材充分发挥审计中心作用，强化集团总部对审计工作的统一管控，加快完善“上下结合，下审一级”的内部审计监督工作机制。开展的各类内部审计检查涉及 16 家公司 39 个审计项目，审计资产量 163.16 亿元，占集团公司全部资产总额 92.36%；审计二级子企业 5 个，占集团公司持续经营二级子企业数量的 71.43%；审计全级次企业 16 个，占集团公司持续经营子企业数量的 45.7%。实现对持续经营的境外公司和金融子企业审计监督的全覆盖。

In CAS, auditing has been always managed by the Party based on the positioning of economic supervision. The centralized leadership of the Party on the audit work was further strengthened, with the internal audit leadership system perfected. Important audit matters would be studied by the Group's Party Committee before being recognized by the Audit and Risk Management Committee and submitted to the Board of Directors for deliberation.

In 2023, CAS gave full play to the role of the Audit Center, intensified the unified control from the Group's headquarters over the auditing work, and accelerated the improvement of the internal audit supervision mechanism of "combining the upper and lower levels, and auditing the lower level". Internal auditing inspections involved 39 projects from 16 companies worth 16.316 billion RMB, accounting for 92.36% of the total assets of the Group. Five secondary subsidiaries, accounting for 71.43% of the total secondary ones with good standing, were audited. 16 enterprises at all levels were audited, accounting for 45.7% of the total running subsidiaries of the Group. Besides, all overseas companies in operation and financial subsidiaries were audited and supervised.



依法治企

Rule the enterprise according to the law

2023 年，集团公司以习近平法治思想为指导，认真贯彻落实国务院国资委法治央企建设要求，全面深化依法治企，扎实推进合规经营，结合中央企业改革深化提升行动，持续强化内部控制、风险管理和合规管理协同推进，坚持规章制度、经济合同和重要决策法律审核 100% 全覆盖，制定《中国航空器材集团有限公司经营管理合规风险控制及责任岗位清单》、《中国航空器材集团有限公司合规风险流程管控清单》，编制《中国航空器材集团有限公司法律纠纷案例选编与分析建议（2018 年-2023 年）》，加强案件管控，加强风险动态监控，有效落实各项风险防控措施，提高风险应对能力，切实守住不发生重大风险的底线，推动和保障集团公司高质量发展。

In 2023, the Group, guided by Xi Jinping's thought on the rule of law, conscientiously implemented SASAC's requirements on the construction of central enterprises under the rule of law, deepened the rule of law in all aspects, and solidly advanced compliance operation. In active response to the deepening and enhancing action of the reform of the central enterprises, we continuously intensified the synergistic advancement of the internal control, risk management and compliance management, to ensure the 100% coverage of the legal audits on the rules and regulations, economic contracts and important decision-making laws. For that end, CAS had developed the List of Compliance Risk Control and Responsible Positions in Business Management of CAS and List of Compliance Risk Process Control of CAS, and compiled Selected Cases of Legal Disputes of CAS and Their Analysis and Suggestions (2018-2023), with the aim to enhance case management and control, consolidate the dynamic monitoring of risks, effectively implement the various risk prevention and control measures, and increase the risk response capability. Ensuing no occurrence of major risks was regarded as the bottom line. In this way, high-quality development of the Group was promoted and guaranteed.



05

善行回馈 彰显社会责任

GOOD DEEDS SHOWCASE THE
SENSE OF CORPORATE SOCIAL
RESPONSIBILITIES



助力乡村振兴

Boost Rural Revitalization

2023年是全面贯彻落实党的二十大精神开局之年，中国航材深入学习领会习近平总书记关于巩固拓展脱贫攻坚成果、全面推进乡村振兴的重要讲话和重要指示批示精神，按照国家乡村振兴局、国务院国资委对定点帮扶工作的总体安排部署，坚持落实“四个不摘”要求，保持帮扶力度不减，完善帮扶组织机制，创新工作方式，落实帮扶责任，提高帮扶实效，在推动定点帮扶的陕西省白水县巩固拓展脱贫攻坚成果、全面推进乡村振兴上迈出新步伐、取得新成效。

中国航材全年直接投入帮扶资金 580 万元，比上年增长 5.45%，在中国航材党委坚强领导下科学谋划帮扶举措，凝聚集团上下力量，层层压实责任，提高定点帮扶工作效率，取得良好成效。

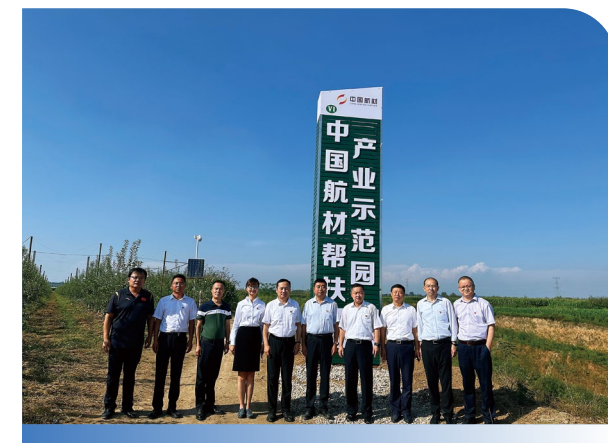
中国航材全年直接投入帮扶资金

Direct investment for poverty alleviate reached 5.8 million RMB in the year

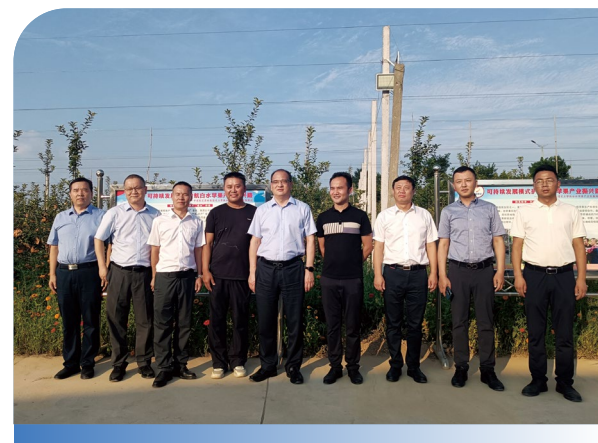
580 万元

The year 2023 marked the start of thoroughly implementing the guiding principles from the 20th CPC National Congress. CAS profoundly studied and understood General Secretary Xi Jinping's important speeches and instructions on consolidating and expanding the results of poverty alleviation and comprehensively promoting rural revitalization, and adhered to the overall arrangement and deployment of the targeted assistance work by the National Administration for Rural Revitalization and SASAC. In practice, we complied with the principles of "not stopping responsibilities, policy support, assistance and supervision in areas lifted out of poverty", to ensure enough efforts input for that purpose. The assistant organization mechanism was improved through innovating in working methods, to enforce the responsibilities for assistance and raise the actual effect of such assistance. In Baishui County, Shaanxi Province, the designated county receiving assistance, we continued to solidify achievements from poverty alleviation and push forward the overall rural revitalization to a new stage and make new results.

In 2023 alone, CAS directly invested 5.8 million RMB, an increase of 5.45% against the year 2022. In the process, CAS Party Committee provided strong leadership and scientific planning of assistance measures, so as to gather forces at all levels and ensure they could fulfill their responsibilities earnestly. In this way, we had improved efficiency of designated assistance and generated good results.



集团领导赴白水考察定点帮扶工作
Group leaders inspected the designated assistance work in Baishui County



立足特色资源禀赋 助力产业振兴

Leverage unique resources, help with industry revitalization

CAS innovated in an "assistance from central enterprises + investment platform + industrial projects + farmers" model, made long-term planning in line with the concept of "strengthening the superior industries, creating featured industries", and coordinated the use of project funds and management and implementation of industrial projects. The construction of demonstration garden projects was treated as a benchmark, exerting demonstration effect from aspects of modern management, application of scientific planting technologies, and the assistance mode. As a result, more jobs were created for the locals, whose income and dividend were increased accordingly. The demonstration gardens serve as the base for learning and observation for the apple industry in the County, where regular trainings on relevant technologies are offered. This effect would be expanded widely, to elevate the level of the apple industry there and make it a mainstay industry for the locals to get rich. As of the end of 2023, a total of 700 mu Baishui Apple Industry Standardized Demonstration Park was built, where the scientific planting technology and mechanized operation and modern management mode were applied to effectively raise the quality and yield of apples.

中国航材所创新的“央企帮扶+投资平台+产业项目+农户”模式，从“建强优势产业、打造特色产业”入手长远谋划，统筹项目资金使用管理和产业项目实施，以示范园项目建设为标杆，从现代化管理、科学种植技术应用、帮扶模式等方面进行示范带动，为周边群众提供务工机会，为群众分红增收，并将其作为县里苹果产业学习观摩基地，开展果业技术常态化培训，以点带面，推动全县提高苹果产业水平，助推白水苹果真正成为当地百姓致富的支柱产业。截至2023年末共建成白水苹果产业标准化示范园700亩，采用科学种植技术、机械化操作与现代化管理模式，有效提升苹果品质和产量。



白水苹果产业标准化示范园
Baishui apple industry standardized demonstration park



按需加大培训力度 助力人才振兴

Increase training efforts according to needs to help with talent revitalization

CAS highlighted the training of talents to empower rural revitalization and shared experience and practices in industrial development. We invited the expert team and conducted field visits to share experiences and practices in industry development, guide the work of village collective economic organization in the new era and impart the hands-on and practical experience to cadres and the masses. In 2023, the number of grass-roots cadres in counties and villages accomplished 127% of the annual planned, the number of village revitalization leaders took up 130% of the annual planned, while the number of professional and technical talents accounted for 150% of the annual planned.

中国航材抓实人才培训赋能乡村振兴，通过聘请专家团队、实地观摩等形式，分享产业发展经验做法，指导新时代村集体经济组织工作实践，传授干部群众能操作、真正需要的经验。2023年帮助培训县乡村基层干部，完成年度计划的127%；培训乡村振兴带头人，完成年度计划的130%；培训专业技术人才，完成年度计划的150%。



举办白水县委驻村干部乡村振兴能力提升培训班
Holding trainings on improving the rural revitalization ability of cadres staying at the village in Baishui County



支持组织开展法律援助下乡服务

Support the organization of legal aid services to the countryside

中国航材充分利用社会组织与爱心企业联动优势，凝聚社会爱心力量，聚焦白水县法治市县建设在法律援助及法治保障服务经济发展等方面的问题，组织专家和法律服务志愿者提供法律援助和相应的公益法律服务，通过扩大当地法律援助队伍，补充法律服务力量，有针对性地为白水县提供专项法律知识培训及法律咨询等援助服务，提升当地干部群众法律意识，引导当地群众依法理性维护自身合法权益，进一步增强人民群众在法治领域的获得感、幸福感、安全感。

CAS made full use of social organizations and caring enterprises to gather the power of love from the society, with a focus given to issues such as legal aid and legal guarantee for economic development in Baishui County. For that end, we organized experts and legal service volunteers to provide legal aid and corresponding public welfare legal services, and enriched the legal service force through expanding the local legal aid team, who would provide special trainings on legal knowledge and legal counseling and other assistance services for Baishui County in a targeted manner, with the aim to raise the legal awareness of local cadres and masses, guide the local people to rationally safeguard their legitimate rights and interests in accordance with the law, and further enhance people's sense of happiness and sense of safety under the rule of law.



切合实际助力乡村生态振兴

Boost rural ecological revitalization according to the specific conditions

中国航材结合重点帮联的古槐村当地环境特点与水文地质情况，通过实地勘探测算，开展古槐村水坝提升改造项目，通过促进水体流动，改善小微流域水生态，水坝储水量由原来的 2000m³ 增加到现在的 8000m³，增加了 300%，从而提升整体水质、改善周边整体生态环境。同时，古槐村水坝改造项目还能起到蓄水、保水的作用，为生产生活用水提供保障，受益群众 148 户 452 人。

After getting a full picture of the local environmental characteristics and hydrogeological conditions of Guhuai Village, a village prioritized by CAS for poverty alleviation, we conducted on-site exploration and calculation and decided to carry out the dam upgrading and renovation project, to accelerate the flow of water to ameliorate the water ecology of small micro-watersheds. As a result, the storage capacity of the dam was expanded from the original 2,000m³ to the current 8,000m³, an increase of 300%. Consequently, the overall water quality was improved and the ecological environment of the surrounding area perfected. More than that, the project could also function in water storage and water conservation, to guarantee water supply to meet production and living needs. This initiative has benefited 148 households and 452 people.



持续助力巩固脱贫攻坚成果

Continue to help consolidate the results of poverty alleviation

为进一步筑牢返贫防线，中国航材结合定点县脱贫后的实际情况，聚焦“两不愁三保障”持续巩固提升脱贫攻坚成果，积极拓展帮扶方式方法，切实增强当地群众获得感幸福感。中国航材已连续八年开展“救急难”工作，2023 年继续出资为白水户籍因病因灾突发事件导致基本生活陷入临时困境的家庭实施救助；同时开展残疾人救助工作，帮助残疾人家庭更好参与社会生产活动，并发放轮椅、助听器等辅助器具。教育帮扶方面，中国航材继续资助应届考上大学的家庭生活困难学生，帮助他们解决家庭困难顺利入学，同时支持当地中小学改善学校办学条件，鼓励激励更多优秀教师及优秀学生留在当地。

In order to further fortify a solid defense against returning to poverty, CAS, in light of the actual situation of the designated county after poverty alleviation and focusing on "helping solve the practical problems of 'worries about food and clothes and guarantees for compulsory education, basic medical treatment and housing safety'" to continuously consolidate the results of poverty alleviation, and actively expand the means of helping the local people, so as to effectively enhance their sense of gain and sense of well-being. For eight consecutive years, CAS has carried out "emergency rescue" activities. We continued to fund the families in Baishui County falling in difficulties due to illnesses, disasters and emergencies. We also provided assistance to the disabled through engaging them better involved in social production activities and giving away wheelchairs, hearing aids and other auxiliary aids. When it comes to support for education, we kept on subsidizing students from needy families to ensure they could enter the universities smoothly. More than that, we supported the upgrade of local primary and secondary schools and motivated more excellent teachers and students to work and study locally.



以先进带动力量助力组织振兴

Boost organizational revitalization with advanced driving forces

中国航材继续扩大党建共建范围，以先进带动助力组织振兴，一家所属企业党委与林皋镇党委开展党建共建工作，支持林皋镇镇党建会议室改造项目，帮助完善镇党建会议室改造，共同开展为民服务活动等，促进县基层党组织在乡村振兴工作中更好地发挥战斗堡垒作用。一家所属企业与雷牙镇李家卓小学结成党建共建对子，帮助这所移民搬迁安置点的小学翻修操场，同时在党建共建活动日由党委书记带队前往学校为学生开展支教活动，为学生送去教学物资，为困难学生树立了努力求学、励志成才的坚定信心。

CAS kept at expanding the scope of Party building and co-construction and boosting organizational revitalization with advanced driving forces. The Party Committee of an affiliated enterprise held Party building and co-construction with Lingao Town Party Committee, to support the conference renovation project of the latter and together carry out activities serving the people, so as to promote the grassroots Party organizations in the County to better play their role as a fortress in rural revitalization. In addition, an affiliated enterprise paired with Lijiazhuo Elementary School in Leiya Town in terms of Party building and co-construction, to refurbish the school playground. On the Party building and co-construction day, the Secretary of the Party Committee led team members to bring teaching materials to the school and encourage the impoverished students to work hard and develop confidence in themselves to become a useful person.

开展慈善公益

Launch Charity and Volunteer Activities

“城乡手拉手 结对共成长”关爱留守儿童暑期志愿活动

"Hand In Hand, Growing Up Together" Summer Volunteer Program on Caring for Left-behind Children

In order to thoroughly implement the guiding principles of General Secretary Xi Jinping's important speech during his visit to Shaanxi Province and to effectively fulfill the duties of the Youth League to help with rural revitalization and help children and teenagers from impoverished families grow up healthily, CAS Party Committee worked together with the Committee of the Communist Youth League (CYL) of Baishui County to launch the "Hand In Hand, Growing Up Together" theme activities. During the activity, participants got familiar with each other by playing games as pairs. They also gave gifts to each other. After the activity, they visited the Cang Jie Temple, admiring the thousand-year-old cypress, viewing the century-old theater, worshipping Cang Jie, the ancestor of humanities, wearing Chinese clothes, learning Chinese rituals and writing Chinese characters. In this way, they could experience the long history of Chinese civilization and the charm of Chinese traditional culture.

为深入贯彻落实习近平总书记来陕考察重要讲话精神，切实履行团组织助力乡村振兴、帮扶关爱贫困家庭少年儿童健康成长的工作职责，中国航材团委联合共青团白水县委在白水开展“城乡手拉手 结对共成长”主题活动。活动期间，双方通过做游戏迅速破冰，在游戏过程中建立“手拉手”结对关系，城乡好朋友之间互相赠送礼物。大家一同游览仓颉庙，赏千年古柏，观百年戏楼，同祭人文始祖仓颉先师，着汉服、学汉礼、写汉字，共同感受中华文明的源远流长和中华传统文化的魅力。



“学雷锋 航材青年在行动”一礼让斑马线志愿服务活动

"Learning from Lei Feng: CAS Youth in Action" - Zebra Crossing Volunteer Service Activity

The year 2023 was the 60th anniversary for writing an inscription to Comrade Lei Feng by Mao Zedong and other revolutionaries of the old generation. In order to implement the important instructions of General Secretary Xi Jinping on the in-depth learning of Lei Feng spirits and bring forward his glorious deeds, CAS CYL Committee held the "Learning from Lei Feng: CAS Youth in Action" - Zebra Crossing Volunteer Service Activity at the intersection of Shimen Subway Station in Shunyi District.

2023 年，是毛泽东等老一辈革命家为雷锋同志题词 60 周年。为贯彻落实习近平总书记对深入开展学雷锋活动的重要指示精神，让雷锋精神在新时代绽放更加璀璨的光芒，中国航材团委在顺义区石门地铁站路口开展“学雷锋 航材青年在行动”一礼让斑马线志愿服务活动。

在车流、人流量较大的石门地铁站路口，身穿蓝马甲的青年志愿者们挥舞着小旗，协助文明引导员引导车辆、礼让行人，对行人闯红灯、乱穿马路等不文明不规范行为进行劝阻，对发现的乱停自行车等现象进行劝导，积极倡导“文明礼让、文明行车、文明骑乘、文明行走、文明停车”，携手共建更加安全、畅通、有序的道路交通环境，为辖区文明交通助力添彩。



At the intersection with a large traffic and pedestrian flow, young volunteers wearing blue vests waved small flags to assist the guide to direct vehicles to stop waiting for the passengers to pass, discouraged uncivilized behaviors such as running the red light or jaywalking, and corrected indiscriminate parking of bicycles. This activity advocated "civilized comity, civilized driving, civilized riding, civilized walking and civilized parking", calling for a safer, more smooth and orderly road traffic environment and creating civilized traffic.

展望

Our Way Forward

2024 年，中国航材将更加紧密地团结在以习近平同志为核心的党中央周围，坚持以习近平新时代中国特色社会主义思想为指导，深化落实习近平总书记关于国资央企重要批示精神，坚持和加强党的全面领导，坚决落实党中央、国务院、国资委系列决策部署，坚持稳中求进，围绕增强核心功能、提高核心竞争力，着力提高创新能力和价值创造能力，优化布局向前瞻性战略性新兴产业集中，更好发挥科技创新、产业控制、安全支撑作用，以中国航材转型发展的务实行动和成效，加快建设世界一流民航综合服务商，为中国式现代化建设新征程贡献航材力量！

In 2024, we will unite more closely around the Party Central Committee with Comrade Xi Jinping as the core, observe the guiding principles of Xi Jinping Thought on Socialism with Chinese Characteristics for a New Era, and carry out important instructions to state-owned and central enterprises from President Xi Jinping. In our operation, we will adhere to and strengthen the Party's overall leadership and firmly implement decisions and deployments from the Party Central Committee, the State Council and SASAC to maintain stability and gain growth. We will strengthen our core functions and elevate core competitiveness, vigorously improve our capability in innovation and in value creation. In practicing businesses, we will optimize our business layout and shift to the prospective and strategic emerging industries and give full play to our role in technical innovation, industry control and safety support. In this way, we will speed up the pace of building a world-class comprehensive civil aviation service provider through our concrete actions and achievements from transformation. We are ready to play our part on the new journey to Chinese-style modernization.





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